

OCOH FY21-22 Work Plan

Proposed Timeline and Meeting Schedule



CITY & COUNTY OF SAN FRANCISCO

Office of the Controller
City Performance Unit

Jessica Shimmin

07.20.2021

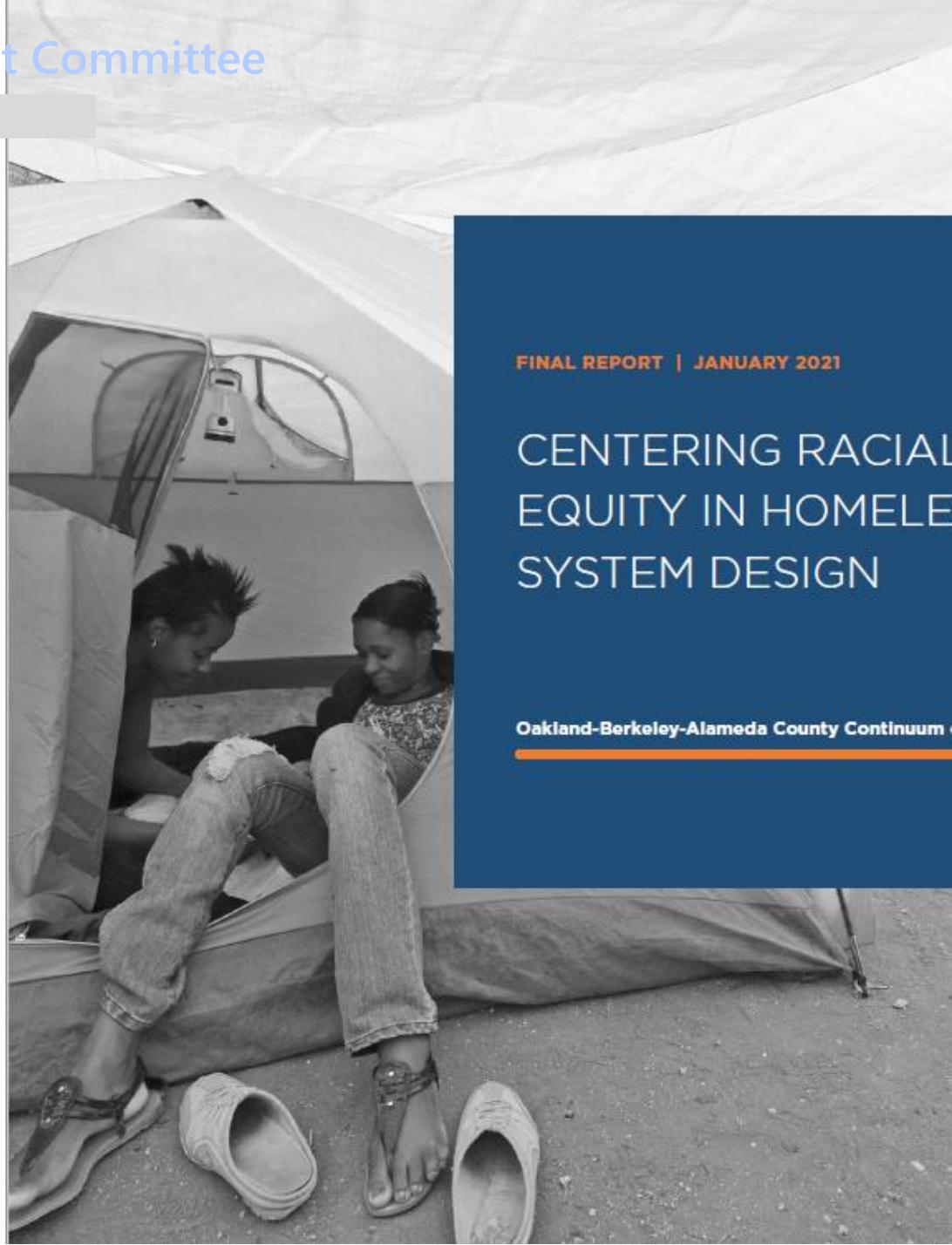
2021-2022 OCOH Responsibilities

Monitor, make recommendations, and take steps to ensure that the Our City, Our Home Fund is administered in manner accountable to the community and consistent with the law. ([Business and Tax Regulation Code Section 2810 \(e\) \(1\)](#)).

- Conduct a needs assessment of homelessness and Homeless populations
- Identify barriers to safe and successful exits out of homelessness, and propose to the Board of Supervisors and the Mayor ways to reduce those barriers ([Section 5.41-2](#))
- Make annual recommendations about appropriations from the Fund to the Board of Supervisors and Mayor consistent with the needs assessment
- Solicit substantive input from people who are Homeless regarding spending priorities
- Facilitate transparency in the administration of the Fund
- Promote implementation of OCOH funded programs in a culturally sensitive manner

Homeless Response Systems Modeling

- Develop a **shared vision** of the **optimal system** to address the crisis and housing needs of people experiencing homelessness
- **Equity based** model of the **crisis and housing inventory and performance** needed to address homelessness
- Create transition plan to **right-size the system**



FINAL REPORT | JANUARY 2021

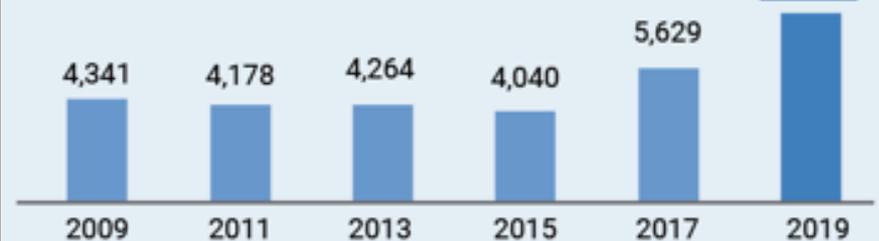
CENTERING RACIAL EQUITY IN HOMELESS SYSTEM DESIGN

Oakland-Berkeley-Alameda County Continuum



Homelessness is a crisis in Alameda County, California

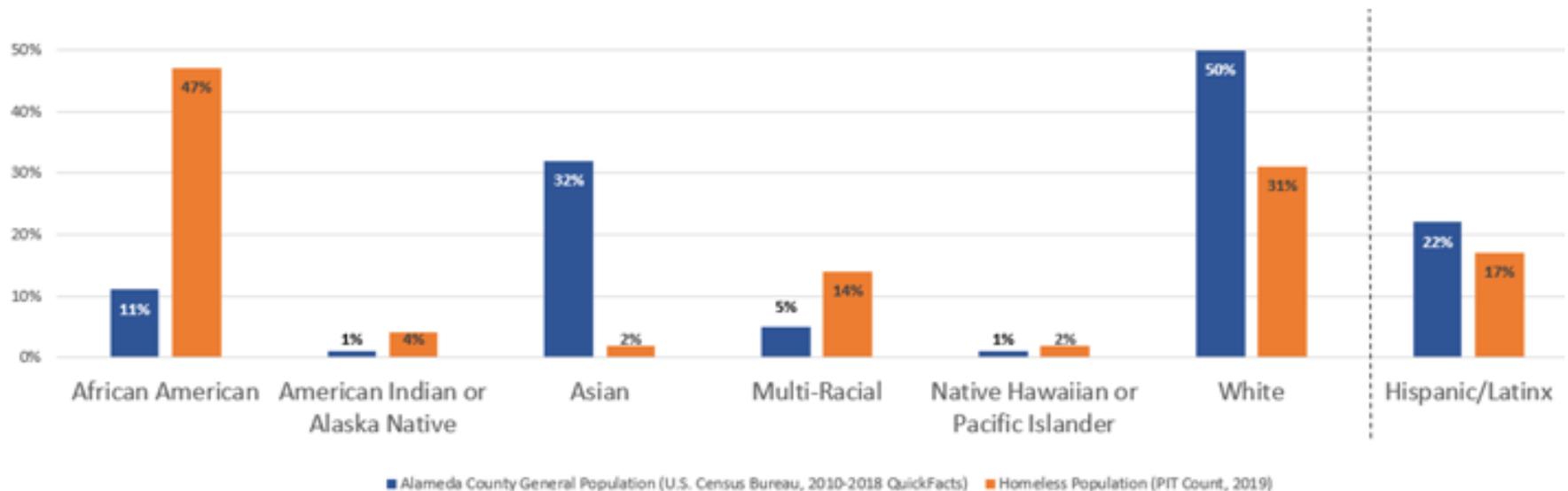
Homeless Census Population



- Between 2017 and 2019 the number of people experiencing homelessness in Alameda County increased by 43%
- Unsheltered homelessness grew by 63%

The housing market is **not the full story.**

- Homelessness disproportionately impacts people of color, (blue is general population, orange is homeless population)
- Black and Native American people are over-represented in the inflow into homelessness
- Black and Native American people are over-represented in returns to homelessness.



Racial Equity Impact Assessment (REIA)

- Targeted Universalism framework
- Identified racially disparate outcomes Asked **new questions**:
 - Root causes of homelessness
 - Systemic barriers
- Racial Equity Impact Analysis found that structural racism multiplies and **intensifies barriers** to housing stability while **appearing race-neutral** and unbiased.

Our City, Our Home Oversight Committee

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- *My challenge was my record because **I'd been in jail for 20 years...** I know it will be a problem if I need to go anywhere else even though I have completely changed.*
 - Participant 24, African American man, aged 50-64
- *Our income is not high enough. I'm working and my son is working too, but **our income has got to be higher.***
 - Participant 12, American Indian woman, aged 50-64
- *I was trying to go to school but also needed to find housing, so I went to transitional housing. I **dropped out of school and [am] trying to work full time and find housing.***
 - Participant 1, African American man, aged 18-24
- *I first became homeless when I was 59. I had a **bad heart attack and couldn't work....**the money ran out and I had no place to go.*
 - Participant 29, African American man, aged 50-64
- *It's hard for those with bad credit, or **generations of bad credit.** There is nothing to build upon.*
 - Participant 8, American Indian woman, aged 25-39
- *I was a drug addict, but then **my parents died,** and the rest of the siblings sold the house. I had always had a place with my mother.*
 - Participant 23, African American man, aged 65+

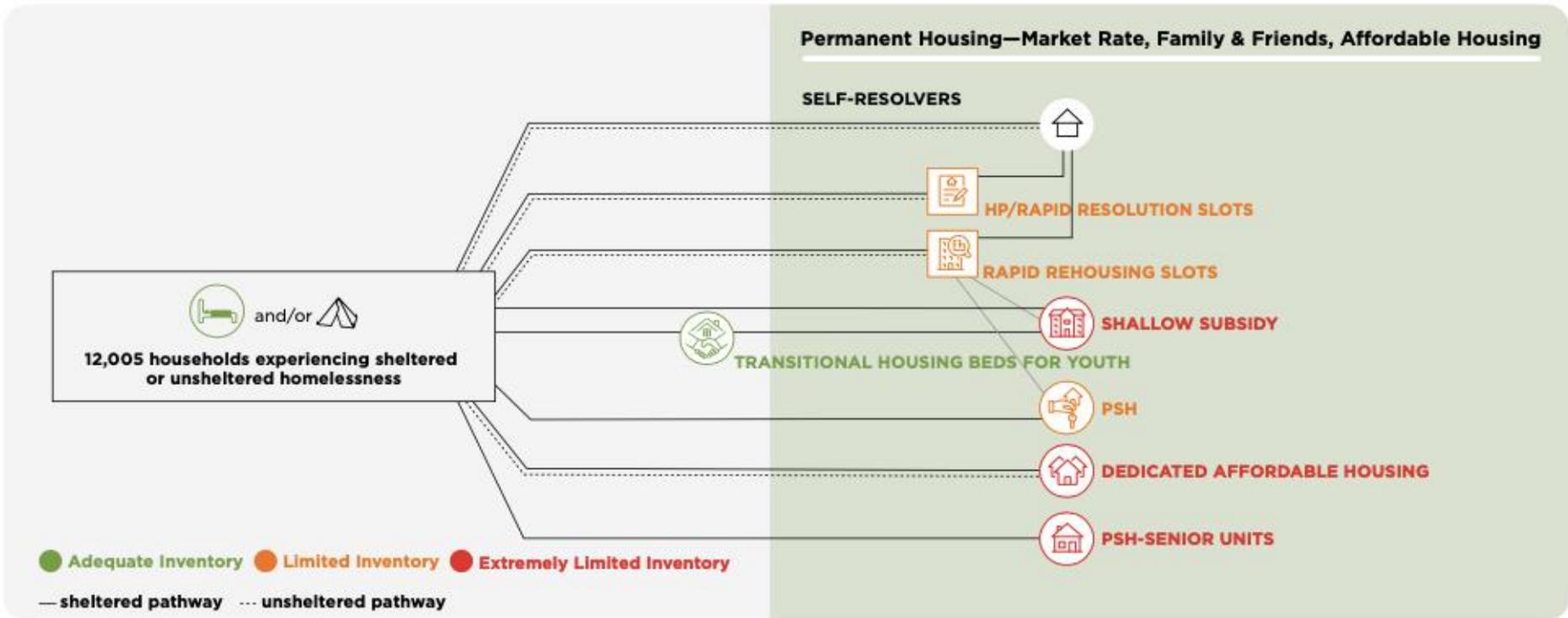
Needs Assessment Findings

- Both the kind of resources and the size of the inventory are not right-sized to the homeless population's needs or to the scale of homelessness.
- This imbalance leads to long lengths of time homeless and high rates of returns to homelessness, both disproportionately impacting Black, Multi-Racial, and Native American households

System Gaps:

- Shelter inventory far exceeds permanent housing inventory needed
- No permanent housing options for extremely low-income households without disabilities. These households may increase income, but often not in a 6–12-month timeframe
- No solutions for households with earned income, to bridge the difference between income and rent
- Homeless housing interventions limit geographic options
- Currently and formerly homeless population is aging, needing a higher level of care

System Model Developed From Needs Analysis



Needs Analysis informs Model, Model informs Inventory Targets

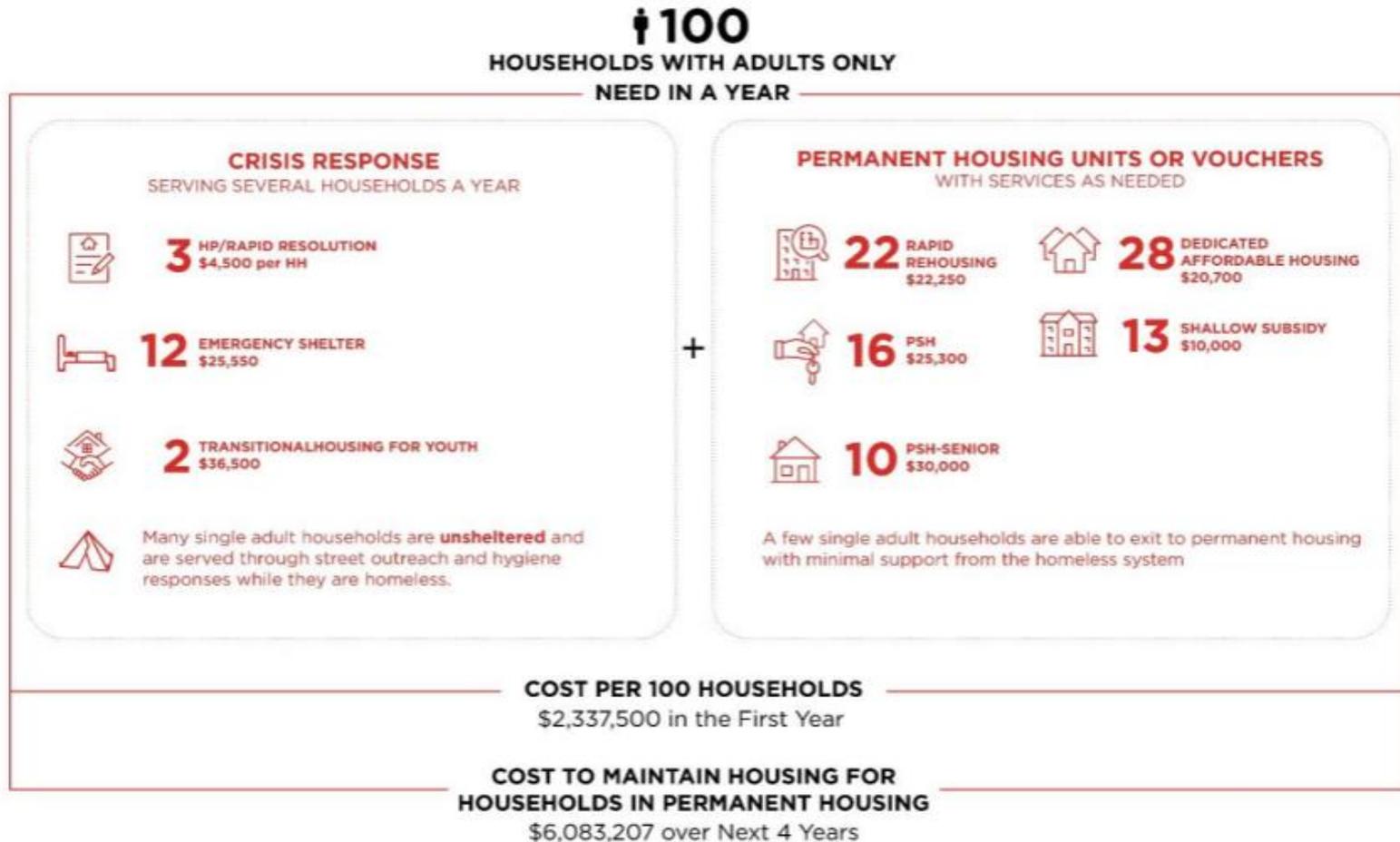
Building the Ideal Housing Crisis Response System from the Existing Inventory

1.7 Level Up Calculator: Households with Only Adults

What type and amount of investment is needed to maximize existing resources and balance the system inventory?

	Ideal Ratio to ES	2020 Inventory	Ideal ratio units for annual inflow	Additional Units	Level up cost	How close are we to realizing the ideal ratio?
HP/RR	25%	53	339	286	\$5,152,500	16%
ES & TH & SH	100%	1,357	1,357	0	\$0	100%
TH for youth	17%	103	226	123	\$4,495,583	46%
RRH	183%	278	2,488	2,210	\$49,168,792	11%
PSH	133%	321	1,809	1,488	\$37,654,833	18%
PSH for seniors	83%	0	1,131	1,131	\$33,925,000	0%
Dedicated Affordable Hsg	233%	0	3,166	3,166	\$65,543,100	0%
Shallow Subsidy	108%	0	1,470	1,470	\$14,700,833	0%
Total	Total Units	2,112	11,987	9,875	\$210,640,642	18%

Right sizing the response to homelessness



Any questions?



FINAL REPORT | JANUARY 2021

CENTERING RACIAL EQUITY IN HOMELESS SYSTEM DESIGN

Oakland-Berkeley-Alameda County Continuum of Care

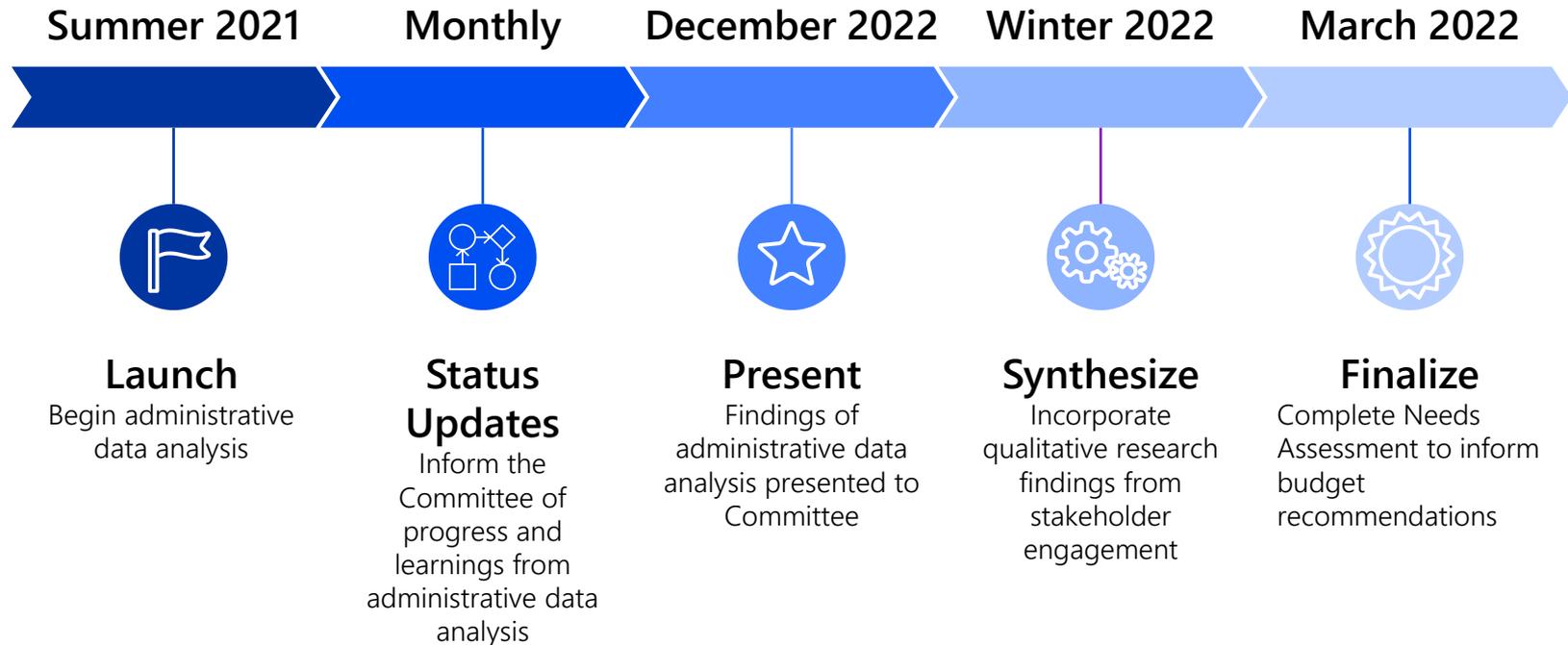
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Needs Assessment

Assess available data on homelessness and homeless populations including subpopulations and identify barriers to safe and successful exits out of homelessness.



Needs Assessment will:

- Estimate the number of people and households experiencing homelessness each year, as well as subpopulations and demographic characteristics (e.g. race, ethnicity, gender, sexuality, disability).
- Identify housing and service needs through population data analysis.
- Pinpoint system gaps by quantifying housing and support services inventories and comparing with the needs of households experiencing homelessness.
- Measure system performance; assess outcomes for racial and ethnic disparities.
- Identify barriers to safe and successful exits out of homelessness using qualitative data.

This information, delivered by March 2022, supports the Committee to make FY22-23 budget recommendations to the Mayor and Board.

Needs Assessment Structure

Technical Team

- Meets weekly to work through administrative data production process.
- Includes staff from the Department of Homelessness and Supportive Housing (HSH), Department of Public Health (DPH), Mayor's Office of Housing and Community Development (MOHCD), Controller's Office

Steering Committee

- Meets 1-2x monthly to review Technical Team's work, set priorities,
- Communicates to Oversight Committee and other stakeholders.
- Includes staff from the Mayor's Office, HSH, DPH, MOHCD, as well as representation from OCOH, the Local Homeless Coordinating Board, Mental Health SF, advocacy and nonprofit providers

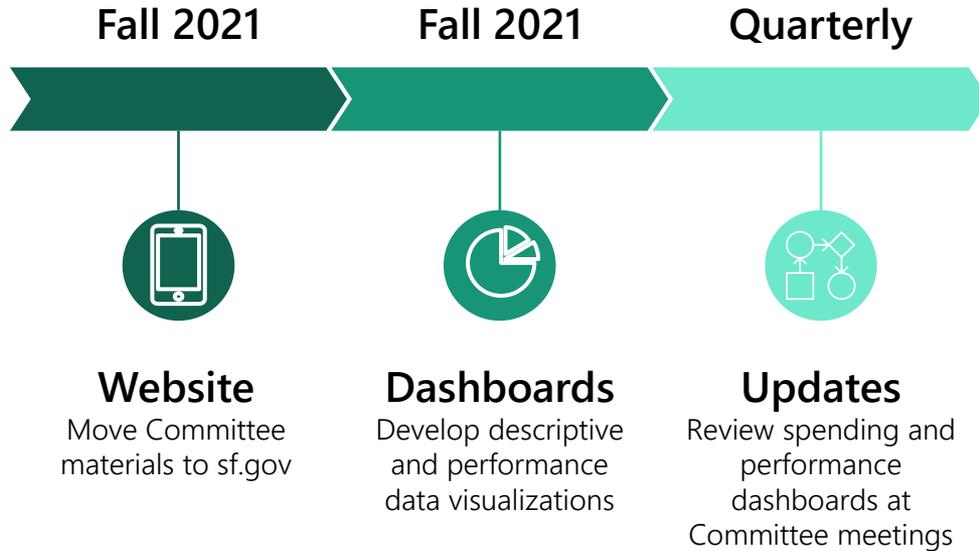
Stakeholder Engagement

Solicit substantive input from people experiencing homelessness



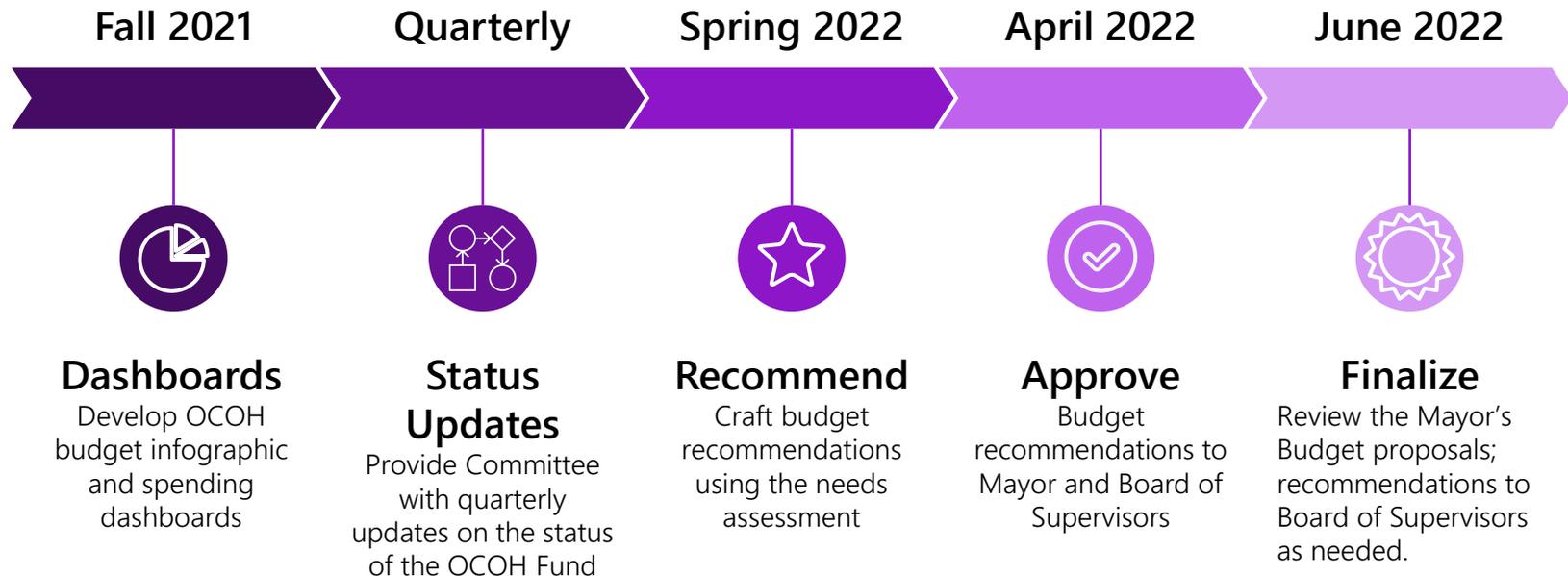
Website and Public Reporting

Promote and facilitate transparent administration of the Fund



Fund Oversight and Budget Process

Facilitate transparent administration of the Fund and to make budget recommendations consistent with the needs assessment.



OCOH Oversight Committee Meetings

Jul

- PSH Acquisitions
- Work Planning
- Liaison Roles

Aug

- Review final budget
- Fund Status Update
- Budget infographic
- Dashboarding update

Sep

- PSH Acquisitions
- Needs Assessment: Population

Oct

- Fund Status Update
- Needs Assessment: Population Estimate
- Work-Plan Update

Nov

- PSH Acquisitions
- Elections
- Needs Assessment: System Performance

Dec

- Dashboard Review
- Needs Assessment: Administrative Data Findings

Jan

- Fund Status Update
- PSH Acquisitions
- Stakeholder Engagement Update

Feb

- Stakeholder Engagement Analysis
- Budget Rec. Process
- Work-Plan Update

Mar

- Dashboard Review
- PSH Acquisitions
- Needs Assessment: Final presentation

Apr

- Fund Status Update
- Recommendations to Mayor and BOS

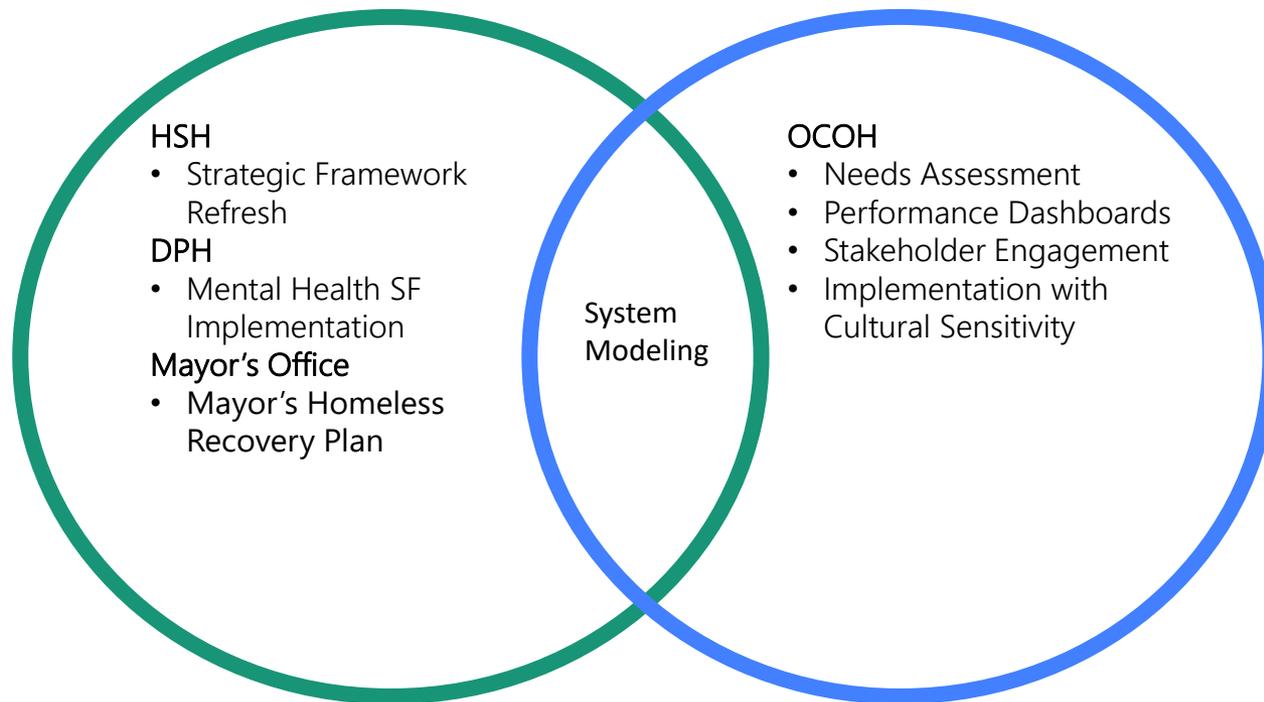
May

- PSH Acquisitions
- Budget analysis
- Work-Plan update

Jun

- Dashboard Review
- 2022-2023 Work-Planning

Complementary Initiatives



Next Steps

Questions for Committee:

- What other stakeholder engagement work may need to be incorporated into this workplan?
- How will liaison roles and functions change, or remain the same, given this workplan?

CON Steps for July/August:

- Convene technical group for data and dashboarding work
- Begin contracting for stakeholder engagement